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
NFAC 5425-79

10 October 1979

Memorandum for DD/NFA

Subject: Fiscal Year 1979 Annual Report

In response to your memorandum on the subject, dated 23 August 1979, a suggested statement about the Senior Review Panel for inclusion in NFAC's annual report is attached.


Bruce Palmer, Jr.

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Attachment:
As stated

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Senior Review Panel FY 1979 Annual Report

1. Introduction - Created officially on 11 December 1978, the Senior Review Panel has been fully operational for only a part of FY 1979. As stated in its charter of that date, the role of the Panel is to provide an independent, collegial and substantive review of major intelligence products of both the Intelligence Community and NFAC. Although the charter mentions other assignments such as post-audits of intelligence efforts, assisting in overall production planning, recommending improvements in the overall intelligence process, and other intelligence evaluation efforts, including informal discussions with senior policymakers, the focus of Panel efforts to date has been on the review of interagency intelligence production. This direction of effort was in response to the wishes of the DD/NFA at the time the Panel was formed, Dr. Robert Bowie, who left that position on 18 August 1979.

2. Major Substantive Endeavors

a. Review of Major Interagency Intelligence Papers - As of 9 October 1979, the Panel has prepared a total of 106 memoranda commenting on 21 NIEs and SNIEs, and 30 IIMs in various stages of production. Of this total of 51 inter-agency papers, 19 have been published and 7 cancelled, while the remainder are still in production.

b. Production Analysis/Post-Mortems

(1) Two analyses of NFAC production over a specific period of time were developed:

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(2) Each member commented separately on the [] Post-Mortem of finished intelligence on Iran (mid-1977 to 7 November 1978).

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(3) The Panel commented on an NFAC inter-office study of research on Soviet military policy.

c. Interagency Production Procedures - The Panel was directly involved in the establishment of written procedures for the production and review of interagency intelligence papers (NIEs, SNIEs and IIMs). Procedures were published within NFAC on 4 May 1979.

d. Theory and Practice of Estimative Intelligence Papers

(1) Individual members, notably [] and Amb. Leonhart, have written essays on various major aspects of the estimative problem which have been the basis of discussions within NFAC looking towards the improvement of the overall process. Some of the subjects explored were, "Broadly Ranging Intelligence Estimates: Analysis of Present Objections and Misgivings", "Key Judgments: Concept and Practice", and "Estimates - Preliminary Sketches in Shape, Substance and Style".

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(2) The Panel has written a number of papers on the estimative process, culminating in a study on the subject, to include specific recommendations, submitted to the DD/NFA on 2 October 1979.

e. NIE/SNIE and IIM Production - The Panel prepared two major reviews of the production forecast (July 1979 - June 1980) and participated in the final review of that forecast conducted by the DD/NFA. In addition, the Panel has made a number of ad hoc suggestions for specific estimates; e.g., Caribbean/Central America, World Energy Problem, Afghanistan and Uganda.

f. Meetings with Senior Intelligence Officers - The Panel has met with all the senior Deputies to the DCI (except the DDA) and several Division Chiefs of the DDO,

as well as with the heads of DIA, NSA, INR/State and the NRO, to discuss problems of intelligence collection and analysis, and to gain a better understanding of Community organization and activities. On 9 May 1979, the DCI introduced the Panel to the NFIB at which time the role of the Panel was discussed.

3. Major Organizational Developments - The Panel currently consists of three members, [redacted] (part time, 3 January 1979; full time, 1 June 1979), Amb. William Leonhart (9 August 1978), and Gen. Bruce Palmer (1 November 1978). It is ably assisted by [redacted] Executive Assistant, and well supported by [redacted]

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4. Future Directions and Plans

a. The Panel is still in a shakedown process as its role and modus operandi continue to evolve. With the assumption of responsibility for NFAC by Mr. Bruce Clarke on 18 August 1979, this evolution continues. The future focus and scope of Panel activities will no doubt change under this new leadership.

b. On balance, it is believed that the concept of an independent, off-line Senior Review Panel has demonstrated its usefulness in efforts to improve the quality and utility to policymakers of estimative intelligence. The Panel's understanding of the problems of intelligence, though still incomplete, has grown to a point at which it stands ready to undertake other appropriate advisory studies as may be desired.